



San Francisco Bay Area Rapid Transit District

# BART Strategic Plan

## STATUS REPORT

April 2006





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# INTRODUCTION

The District's Board of Directors adopted the BART Strategic Plan in 1999 to help guide BART into the 21st century. The Board renewed its commitment to the Plan in Spring 2003 by adopting an updated, fine-tuned BART Strategic Plan that included a new focus on implementation.

The renewed BART Strategic Plan remains integrally connected to a clear mission and vision of our role in Bay Area transit, which you will find on page 6. In brief, our aim is to provide safe, clean, reliable, and customer-friendly regional public transit service that enhances the livability of the Bay Area, with the District effectively leading and collaborating within the region to deliver seamless transit services, as well as working with the communities we serve to encourage transit use.

The Strategic Plan focuses on seven key areas that are central to this mission. The Plan identifies goals for each of these seven focus areas, with emphasis on both internal and external collaboration to achieve them more quickly. The Plan also includes strategic initiatives—both policies and programs—that have multiple links to the seven focus areas and provide definitive implementation strategies.

This Strategic Plan Status Report details the Strategic Plan's ongoing role in the District by highlighting accomplishments and providing a snapshot of progress over the past two years for each focus area and strategic initiative. It concludes with a "Key Indicators" summary, an overview of BART system characteristics and performance, past and future.



# MISSION AND VISION

## BART's Mission

To provide safe, clean, reliable, and customer-friendly regional public transit service in order to increase mobility and accessibility, strengthen community and economic prosperity, and preserve the environment in the Bay Area.

## BART's Vision Statement

To be respected as a quality regional public transportation resource and leader, with unique competence as a regional rail, indispensable to the livability and vitality of the Bay Area community.

In carrying out this vision, BART will:

- Work with our transit partners to provide seamless, safe, and reliable service to people throughout the San Francisco Bay region;
- Work together with other stakeholders to promote effective transit policies, initiatives, and service delivery across the region;
- Maximize ridership using the BART system's capacity to its fullest potential;
- Partner with the communities we serve to make investment choices and policy decisions which encourage, support, and enhance transit-oriented development and the increased use of transit;
- Be a professional, caring organization dedicated to meeting the needs of our customers and employees;
- Maintain our infrastructure and equipment in a condition that enables us to supply safe, reliable, high-quality, clean, and customer-friendly transportation;
- Know where we are, and where we are going financially, with capital and operating revenues and expenses that are balanced, predictable, stable, sustainable, and sufficient to meet our standards and goals.



# FOCUS AREAS

To attain its organizational Mission and Vision, BART is focusing on seven key areas with a vision and specific goals for each area. These areas are closely interrelated and our success in addressing them will have a major impact on the system's future success. The focus areas include:

## **The BART Customer Experience**

Listening to our customers and responding to their needs for efficient, integrated transit services.

## **Building Partnerships for Support**

Focusing on partnerships with other transit agencies to support customer-focused transit initiatives and increased transit use.

## **Transit Travel Demand**

Maximizing transit use by encouraging off-peak and reverse commute travel and improving station access.

## **Land Use and Quality of Life**

Partnering with local communities to integrate transit services with development, improve access, and enhance quality of life in surrounding areas.

## **People of BART**

Providing appropriate training and development for all employees and breaking down barriers to effective teamwork.

## **Physical Infrastructure**

Sharpening our focus on the repair, maintenance, and renovation of our system to reduce system failures and improve service and reliability.

## **Financial Health**

Protecting the Bay Area's investment in rapid transit through long-term capital planning and strategic partnerships.







## THE BART CUSTOMER EXPERIENCE

### Vision

The transit riders and residents of the San Francisco Bay Region will regard BART and its transit partners as providing seamless, safe, reliable, and customer-friendly transportation services and will consider themselves stewards of the system.

### Goals

1. We will continually improve customer satisfaction by maintaining performance standards and providing quality customer service.
2. We will maximize regional transit access, convenience, and ease of use through effective coordination among transit providers.

		Status		
Performance Measure	Benchmark	Feb04 Report	FY05	Evaluation
% of Customer Satisfaction Survey respondents who rate their overall <b>customer satisfaction</b> with BART as very or somewhat satisfied.	80% or higher 82% by 2010	80% (from 2002 survey)	86% (from 2004 survey)	
% of <b>customers who arrive on time</b> .	94% or higher 96% by 2010	95.2% (FY03)	94.9%	
<b>Transit access</b> mode share to BART.	21.5% by 2005 22.0% by 2010	20.5% (from 1998 survey)	20.5% (from 1998 survey, no update available)	
% of Customer Satisfaction Survey respondents who rate <b>timeliness of connections with buses</b> (transit)* as good or better.	54% or higher 56% by 2010	54% (from 2002 survey)	62.2% (from 2004 survey)	

\*All transit to be measured in future surveys.

### Legend



Benchmark met or exceeded



Benchmark merits watching



Benchmark not met






## BUILDING PARTNERSHIPS FOR SUPPORT

### Vision

As an indispensable resource to the Bay Area's quality of life, BART will take a leadership role working with diverse stakeholders to promote more effective transit policies and political support for regional transit initiatives.

### Goals

1. BART will be viewed by stakeholders as a credible, trustworthy steward of the system we manage and operate, focused on improving our value to the riders and the communities we serve.
2. BART will encourage and consider public input as integral to sound, balanced policy development and decision making, and make deliberate, disciplined decisions in the best interests of the people it serves.
3. Residents of the Bay Area will value and take pride in BART as an integral part of their communities.
4. Key elected officials, opinion leaders, and decision-makers will understand and actively support transit needs and initiatives.

		Status		
Performance Measure	Benchmark	Feb04 Report	FY05	Evaluation
% of Customer Satisfaction Survey respondents who rate <b>BART's leadership in solving regional transportation issues</b> as good or better.	51% or higher 55% by 2010	51% (from 2003 survey)	61.9% (from 2004 survey)	
% of Customer Satisfaction Survey respondents who would definitely or probably <b>recommend BART</b> to a friend or guest.	90% or higher	90% (from 2002 survey)	93% (from 2004 survey)	
Electoral and legislative <b>support for transit initiatives</b> .	Specific goals vary annually	<u>2002/03</u> PASSED: <ul style="list-style-type: none"> <li>• SB 760</li> <li>• SB 916</li> <li>• AB 813</li> <li>• AB 839</li> <li>• Prop K</li> </ul>	<u>2003/04/05</u> PASSED: <ul style="list-style-type: none"> <li>• RM2</li> <li>• Measure AA</li> <li>• State Prop 1A</li> <li>• Measure A</li> <li>• Measure J</li> <li>• SB 1201</li> <li>• AB 1320</li> <li>• AB 691, sponsored with Calif Transit Assoc &amp; will continue to work on SB521</li> </ul>	





## TRANSIT TRAVEL DEMAND

### Vision

The BART system will be used to its fullest potential, maximizing transit ridership in order to enhance the Bay Area's quality of life.

### Goals

1. We will work to understand changing transit demand patterns and be prepared to respond to them, and we will work proactively to influence travel demand trends in the region that support transit ridership.
2. We will optimize the use of existing capacity.
3. We will encourage and facilitate improved access by all modes to and from our stations.
4. BART will work to close gaps in regional rail services between major population and employment centers and/or corridors.
5. BART will develop the line-haul and station throughput capacity to serve on average at least 500,000 weekday riders (without the addition of a second TransBay Tube).

Performance Measure	Benchmark	Status		Evaluation
		Feb04 Report	FY05	
Weekday <b>off-peak ridership</b> as a share of total ridership.	44% or higher 46% by 2010	43%	43%	
<b>System utilization</b> (passenger Miles/revenue seat miles).	35% or higher	29% (FY03)	31%	
<b>Line-haul capacity</b> , station capacity and station access increases to serve a projected average weekday ridership of:	370,000 by 2008* 420,000 by 2013* 500,000 by 2018*  *Assumes same service levels, ridership patterns & distribution by time of day as current conditions.	360,000 (current capacity)	360,000 (current capacity)	
<b>BART links to regional rail network and airports.</b>	At least one direct connection between BART and: <b>Muni at:</b> Embarcadero Montgomery Powell Civic Center Glen Park Balboa Park	Exists Exists Exists Exists Exists Exists	Exists Exists Exists Exists Exists Exists	
<b>BART links to regional rail network and airports.</b> (continued)	<b>Caltrain at:</b> Millbrae Santa Clara S.J. Diridon	Exists Part of SVRT Part of SVRT	Exists Part of SVRT Part of SVRT	

## TRANSIT TRAVEL DEMAND

**VTA at:**

S.J. Diridon  
Montague  
S.J. Market St.

Part of SVRT  
Part of SVRT  
Part of SVRT

Part of SVRT  
Part of SVRT  
Part of SVRT

**ACE at:**

S.J. Diridon  
Santa Clara

Part of SVRT  
Part of SVRT

Part of SVRT  
Part of SVRT

**Capitol Corridor  
at:**

S.J. Diridon  
Richmond  
Coliseum

Part of SVRT  
Exists  
Under  
Construction  
Proposed

Part of SVRT  
Exists  
Under  
Construction  
Proposed

Union City

**S.F. International  
Airport**

Exists

Exists

**Oakland Airport**

Proposed rail  
connection  
exists via  
AirBART bus

Proposed rail  
connection  
exists via  
AirBART bus

**San Jose Mineta  
Airport**

Proposed as  
part of SVRT

Proposed as  
part of SVRT

**Other Rail:**

East Contra Costa  
County at  
Pittsburg/Bay  
Point BART station

Proposed

Proposed


## LAND USE AND QUALITY OF LIFE

### Vision

In partnership with the communities we serve, our investment choices and policy decisions will encourage, support, and enhance access to transit through development of transit-oriented communities to realize the full value of our transit investments while maximizing the livability and vitality of those communities.

### Goals

1. In partnership with the communities it serves, BART properties will be used in ways that first maximize transit ridership and then balance transit-oriented development goals with community desires.
2. In partnership with the communities BART serves, we will promote transit ridership and enhance the quality of life by encouraging and supporting transit-oriented development within walking distance of BART stations.
3. We will advocate for transit-supportive land use policies and programs at the local, regional, state, and federal levels.

		Status		
Performance Measure	Benchmark	Feb04 Report	FY05	Eval
The amount of <b>TOD on BART property</b> .	Transit-Oriented Development on BART property (where developable property exists) at 12 of 28 stations by 2010.	<b>Richmond</b> (under construction) 231 res. units; 27,000 s.f. retail; cultural facility	<b>Board adopted Transit-Oriented Development Policy 7/2005</b>	
		<b>Fruitvale</b> (under construction) 47 res. units; 135,000 s.f. retail/office/service	<b>Richmond</b> 132 of 231 units completed; new Transit Station under construction	
		<b>Castro Valley</b> (completed 2/98) 96 res. units; BART police facility	<b>Fruitvale, Phase I</b> (completed Feb-Apr 2004) 47 res. units; 135,000 s.f. retail/office/service; BART parking garage	
		<b>Walnut Creek</b> Board approved 2002	<b>Castro Valley</b> (completed 2/98) 96 res. units; BART police facility	
		<b>Ashby</b> Board approved option	<b>Walnut Creek</b> Option agreement executed; initiating EIR process with City	
			<b>Ashby</b> Board approved amended option June 2004; project environmentally cleared by City; in final design	

## LAND USE AND QUALITY OF LIFE

	Entrance agreements at 5 of 11 stations by 2010, where no developable property exists.	<p><b>West Dublin/Pleasanton</b> Board approved 1999</p> <p><b>Pleasant Hill</b> Board approved JPA and lease in 2003</p> <p><b>19<sup>th</sup> St Powell Montgomery</b></p>	<p><b>West Dublin/Pleasanton</b> Cities of Dublin &amp; Pleasanton, and Alameda County approved funding agreement; new private developer selected and transaction approved</p> <p><b>Pleasant Hill</b> Project initiated construction in March 2006; garage construction to begin April 2006</p> <p><b>19<sup>th</sup> Street</b> No activity</p> <p><b>Powell</b> Board approved capacity improvement project to be funded by Emporium Development</p> <p><b>Montgomery</b> No activity</p>	
<p><b>Systemwide land density</b> within 1/2 mile of BART stations, (population density per acre+employment density per acre).</p> <p>* 2000 census data not consistently reported</p>	<p>Average pop. density 26 residents per acre by 2010</p> <p>Average empl. density 33 jobs per acre by 2010</p>	<p>2000 pop. density average = 29.9</p> <p>1990 empl. density* average= 26.2</p>	<p>2000 pop. density average = 29.9</p> <p>1990 empl. density* average= 26.2</p>	





## PEOPLE OF BART

### Vision

BART will be a professional, caring organization dedicated to meeting the needs of our customers.

### Goals

1. BART will create a welcoming and supportive working environment for all employees.
2. BART will have an organizational culture that respects, values, and empowers employees and puts customers first. We will seek to improve working relationships within BART, and between BART and the people and communities we serve.
3. We will attract, train, retain, and provide job enrichment and career growth to a dedicated and competent workforce.

		Status		
Performance Measure	Benchmark	Feb04 Report	FY05	Evaluation
Annual % of the <b>workforce who leave BART for reasons other</b> than retirement.	4% or less	1.6% (FY03)	2%	
<b>Employee safety</b> using OSHA Recordable Injuries & Illness Rate (claims/million hours worked).	19 or less	16.8 (FY03, Benchmark = 20)	15.5	
<b>Internal promotions</b> based on % of positions filled by BART staff (excludes entry level positions).	55% or higher	47.7% (past three fiscal years)	50% (past three fiscal years)	
Average # of <b>training hours per employee</b> per year provided by the District.	40 or higher	41.5	56.1	










## PHYSICAL INFRASTRUCTURE

### Vision

Our infrastructure and equipment will be maintained in a condition that enables us to supply high quality, clean, safe, reliable, and customer-friendly transportation.

### Goals

1. We will make annual investments in maintenance and repair of our physical infrastructure sufficient to support safety, cleanliness, reliability, train performance, and customer friendliness.
2. We will meet the demands of our customers and assure the long-term viability of BART by routinely reinvesting in our aging infrastructure to maintain its functional value.
3. We will ensure that infrastructure and maintenance capacity support the planned level of service. At the same time, we will provide the infrastructure flexibility to support the planned level of service.

		Status		
Performance Measure	Benchmark	Feb04 Report	FY05	Evaluation
Minimum % of system operating expense allocated to <b>capital investment</b> .	3% or higher	3% equivalent grant funds programmed	2.4% equivalent grant funds programmed	
Total investment in physical infrastructure between 2004 and 2014.	\$1.3B for earthquake safety	\$193M programmed	\$1.3B* programmed	
	\$2.3B for renovation	\$108M programmed	\$297M programmed	
% of <b>fare gates in service</b> .	97% or higher 98% by 2010	95.8% (FY03, Benchmark=95%)	98.6%	
% of <b>elevators in service</b> (combined station & garage).	98% or higher	98.8% (FY03, Benchmark=97%)	99.2%	
% of <b>escalators in service</b> (combined street & platform).	97% or higher	98.3% (FY03, Benchmark=95%)	98.0%	
% of BART customers who rate <b>train cleanliness</b> as "good" or better.	52% or higher 65% by 2010	52% (from 2002 survey)	58.5% (from 2004 survey)	
% of BART customers who rate <b>the cleanliness inside stations</b> as "good" or better.	56% or higher 70% by 2010	56% (from 2002 survey)	64.7% (from 2004 survey)	
<b>Mean time between service delays</b> (vehicle reliability).	1800 hours or more 2300 hrs by 2010	1867 hours (FY03, Benchmark=1500)	2016 hours	

\*Need additional \$0.3B for system operability.






## FINANCIAL HEALTH

### Vision

We will know where we are, and where we are going financially. Our operating and capital revenues and expenses will be balanced, predictable, sustainable, and sufficient to meet standards and goals.

### Goals

1. We will remain a transit service that is competitive in terms of value (i.e., quality for price) for the people we serve.
2. We will maintain and improve the stability of our financial base.
3. We will work with our regional transit partners to advocate for funding needed to sustain existing transit services and infrastructure reinvestment, and then to pursue prudent expansion.
4. Our financial choices will be guided by prudent fiscal policies and reliable, useful revenue and expense forecasts and plans.

		Status		
Performance Measure	Benchmark	Feb04 Report	FY05	Evaluation
% of Customer Satisfaction Survey respondents who rate <b>BART as a good value for the money.</b>	70% or higher	66% (from 2002 survey)	67% (from 2004 survey)	
Annual <b>increase in operating costs</b> per passenger miles.	At or below the 10-year average rate of inflation	10-yr. avg. increase in Inflation: 2.9% Operating Cost: 2.2% (FY03)	10-yr. avg. increase in Inflation: 2.7% Operating Cost: 2.4%	
BART's <b>operating ratio.</b>	60% or higher	62.1% (FY03)	59.8%	
BART's <b>credit rating.</b>	Fitch: AA Moody's: Aa3 S & P: AA-	Fitch: AA Moody's: Aa3 S & P: AA-	Fitch: AA Moody's: Aa3 S & P: AA-	
BART's <b>prudent reserve</b> for economic uncertainty	5% of total annual operating expenses	\$23 million (Lease-back revenue reserves)	\$0*	

\*Proceeds from the FY06 sale of the Millbrae building will be used to replenish the leaseback reserves.



# STRATEGIC INITIATIVES

BART Strategic Initiatives are both policies and programs that outline specific goals and strategies aimed at attaining the District's organization mission and vision. The strategic initiatives include:

## POLICIES

- System Expansion
- Access Management and Improvement
- Welfare to Work to Career
- Station Area Planning
- Sustainability
- Financial Stability

## PROGRAMS

- Renovation
- Employee Development and Stewardship
- Earthquake Safety
- Business Advancement Plan
- System Capacity



# SYSTEM EXPANSION POLICY

Over forty years ago, residents of Alameda, Contra Costa, and San Francisco counties supported the creation of the BART District. Since that time, BART has become a critical component of the region's transportation system. Today, the pressures of growth in the Bay Area continue with the accommodation of this growth continuing to further disperse jobs and housing. At the same time, BART and other transit systems demand a continued level of reinvestment to maintain service. Finally, financial support for BART and other transportation systems must compete with their infrastructures and social needs. It is imperative that BART, as a steward of public funding for transportation investments, continue to:

- Ensure cost-effective transportation investment decisions;
- Protect the taxpayers' investment in the District's physical infrastructure;
- Ensure the financial health and sustainability of the District; and
- Enhance the Bay Area's environment and quality of life.

## GOALS:

- Enhance regional mobility, especially access to jobs.
- Generate new ridership on a cost-effective basis.
- Demonstrate a commitment to transit-supportive growth and development.
- Enhance multi-modal access to the BART system.
- Develop projects in partnership with communities that will be served.
- Implement and operate technology-appropriate service.
- Assure that all projects address the needs of the District's residents.



## HIGHLIGHTS OF ACCOMPLISHMENTS

- The East Contra Costa BART Extension (eBART) project was moved into the Project Development phase with environmental review, preliminary engineering, and work with the communities on enhancing ridership and community outreach, all underway. eBART is scheduled to be in service in 2010.
- The Draft Environmental Impact Statement (DEIS) for the Warm Springs Extension was published in 2005.
- BART executed agreements with several key stakeholders to advance the West Dublin/Pleasanton joint venture.
- The Transit Corridor Study for the I-580 Corridor was completed in October 2004.

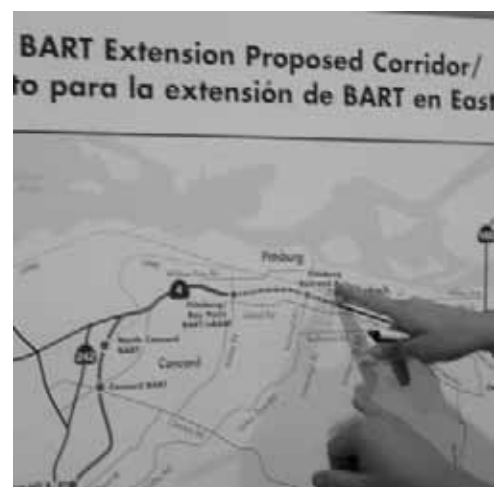
## STRATEGIES:

**PARTNERSHIPS** Seek partnerships with other transit agencies, local communities, and private entities to plan and implement service expansion.

**TRANSIT SERVICE OPTIONS** Explore new BART and other transit service options (e.g., commuter rail, light rail, and quality bus), where appropriate, and possibly as an interim service.

## CRITERIA AND PROCESS FOR PROJECT ADVANCEMENT

Develop a process and set of criteria for evaluating expansion opportunities and create some guidelines for determining whether to advance potential projects to the next phase.



# System Expansion

## implementation priorities

### Description

### Status

#### Alameda County

##### I-580 Corridor/Livermore

In May 2004, the I-580 Corridor Policy Advisory Committee recommended that the downtown Livermore Diesel Multiple Unit (DMU) alternatives be dropped from further consideration. The Committee recommended an interim strategy of deploying express bus in the I-580 corridor and a long-term strategy of preserving right-of-way for a future rail corridor in the I-580 median, as part of a High-Occupancy Vehicle (HOV) lane study managed by the Alameda County Congestion Management Agency (ACCMA). An environmental analysis of the HOV alternative was initiated in 2004 by the ACCMA.

The Transit Corridor Study was completed in October 2004. BART staff is working with Livermore-Amador Valley Transit Authority (local bus operator) staff to refine express bus options for the corridor.

##### Warm Springs Extension

Due to shortfalls in State Funding, an Environmental Impact Statement (EIS) was launched in March 2004 to obtain qualifications for Federalized State Funds. A scoping meeting was held in April 2004, and a draft EIS was published for public review in 2005. The Final EIS is expected to be released by Spring 2006.

Preliminary engineering is nearly complete, and most major land acquisitions have been secured. However, due to lack of funding, the project will not be advertised until adequate funding is identified for both the Warm Springs and the SVRT project. Meanwhile, assuming a Record of Decision is issued by FTA, various negotiations with the City of Fremont and several utilities will be finalized during the next calendar year. Land acquisition for the project will proceed as funding is made available.

The Warm Springs BART Specific Plan process, led by the City of Fremont with BART support, was placed on hold last year and will soon restart. The process, begun in September 2003, will culminate in a transit-supportive policy framework with land use designations, zoning, circulation, access, service, and infrastructure elements. An environmental impact report for the Specific Plan will follow after the Fremont City Council adopts the Plan.

##### Oakland Airport Connector (OAC)

The Board adopted the FEIR/FEIS, and the FTA issued the Record of Decision (ROD) in March 2002. Preliminary Engineering and Design-Build Request for Proposal (RFP) documents were completed. The Design-Build Preliminary Engineering was completed in September 2004 and shelved while staff investigated Public/Private Partnerships (P3) and waited for the Airport to adopt a future terminal configuration.

Due to lack of adequate funding, issuance of the RFP was delayed, and the possibility of obtaining private financing was studied to close the funding gap. With the potential for P3 confirmed, the original Design-Build-Operate-Maintain procurement was cancelled, and a new Design-Build-Finance-Operate procurement is being developed. A new RFQ was issued in February 2006, and issuance of proposal documents is anticipated by late Summer 2006. OAC revenue service is expected to begin in 2011.

# System Expansion

## implementation priorities

### Description

### Status

West Dublin/Pleasanton BART Station and Transit Village Project

BART selected Ampelon/Jones Lang LaSalle as the Master Developer for the station. Ampelon/Jones Lang LaSalle has helped BART successfully market the private development on BART land (housing, hotel, & office) and is responsible for the design and construction of the BART station, parking structures, and pedestrian bridges that link the station to adjacent land uses. Determination on a Guaranteed Maximum Price for the public improvements, a prerequisite to issuing bonds for construction of the station, should be completed in May 2006. Revenue service is expected in 2008.

Jack London Square (JLS)

The BART led feasibility study for a BART in-fill station at Jack London Square (JLS) was conducted in partnership with the City of Oakland and the Port of Oakland. For a variety of operational and technical reasons, the concept of a BART in-fill station was deemed infeasible in the 2004 report.

An alternative concept involving a new, underground, single-track BART line beginning at 12th Street station and running below Broadway to the heart of JLS was also considered. The Policy Advisory Committee (PAC) expressed interest in the "Underground BART Shuttle" if it linked the BART system to JLS and then onto Alameda, but not if it spanned only the short distance from downtown Oakland to JLS. A detailed engineering study of the more elaborate "Alameda-oriented" BART option was beyond the scope and budget of the project.

The study also evaluated surface transit systems that would improve the connection from downtown Oakland to JLS, including electric streetcars and new rubber tire service.

Dumbarton Rail Corridor Study

SamTrans is leading the Dumbarton Rail Corridor Study in conjunction with several cities in the three counties of San Mateo, Alameda, and Santa Clara, as well as with related transportation authorities and other regional transit providers, including BART and Capitol Corridor. The Preliminary Project Report (PSR), which includes conceptual engineering and an environmental scan covering the proposed project area from the Caltrain connection in Redwood Junction to the BART connection at Union City, was completed in May 2004. The Environmental Phase 1, Alternatives Analysis and Project Purpose and Need Draft Final Report was released in January 2006.

Alameda Point Bus Access Study

Based upon voter approval of Senate Bill 916 in November 2003, a full environmental analysis and preliminary engineering is underway. As defined, the budget does not include capital funding for full station development at the four proposed stations.

I-680 Corridor (Alameda & Contra Costa County)

The Contra Costa Transportation Authority (CCTA) completed a feasibility study for developing transit between the Walnut Creek and the Dublin/Pleasanton BART stations. The study recommended, and Measure J partially funded, implementation of an Express Bus network in the corridor. BART and MTC will address rail options in the Regional Rail study.

# System Expansion

implementation priorities

## Description

## Status

### Contra Costa County

#### I-80 Corridor

Long term travel markets and expanded rail service in this corridor are currently being evaluated as part of the Regional Rail Study process.

#### East Contra Costa BART Extension (eBART)

The East Contra Costa BART Extension (eBART) is a proposed project centered on a non-BART rail extension heading eastward from the Pittsburg/Bay Point BART Station. The technology is proposed to be Diesel Multiple Unit (DMU) trains, a standard-gauge train widely in use in Europe and increasingly in North America. The proposed communities to be served by eBART include Pittsburg, Antioch, Oakley, Brentwood, and Byron/Discovery Bay. BART is working with each community on enhancing ridership in this corridor through our support of the jurisdictions' Ridership Development Plans. The intent of the Plans is to increase ridership, through a mix of greater density land uses near the stations and improved access.

The project is currently in the environmental review and preliminary engineering phase. These tasks were initiated in 2005 and are scheduled for completion in 2007. Concurrent tasks include discussions with property owners and community outreach. eBART is scheduled for revenue service in 2010.

eBART was the first expansion project to be evaluated against the System Expansion Policy. It was reviewed at the completion of the 2001/02 Feasibility Study and advanced by the BART and CCTA boards. At the completion of the environmental review and preliminary engineering phase, the project will again be evaluated against the Policy criteria, with the BART Board deciding on whether the project will proceed to construction and service.

For further information, see the Project's website: [www.ebartproject.org](http://www.ebartproject.org).

# System Expansion

## implementation priorities

### Description

### Status

#### San Francisco and San Mateo Counties

30th Street Feasibility Study

A Final Draft Report was completed in 2003, and copies were distributed to stakeholders and the public.

Transbay Transit Center and Downtown Rail Extension Project

The EIR/EIS was certified in 2004, and the Transbay Joint Powers Authority and the Peninsula Joint Powers Board selected a locally preferred alternative. The project will extend Caltrain 1.3 miles to downtown San Francisco; construct a 900,000 square foot, six-story regional transit center for nine transit operators, with a walking connection to BART; and create a new residential neighborhood with 3,400 housing units, of which 35% will be affordable units.

The SF Redevelopment Agency adopted the Transbay Redevelopment Plan in 2005, and the project received \$56.204 million in federal funding from the surface Transportation bill (SAFETEA-LU).

Geary Corridor Study

BART is participating with other agencies in a San Francisco Transportation Authority Study that will consider future transit service and investment along the Geary Corridor in San Francisco. BART serves in a technical advisory capacity. The study is underway.

#### Santa Clara County

Silicon Valley Rapid Transit (SVRT) Project

BART staff is working with the Santa Clara Valley Transportation Authority (VTA) to prepare an Environmental Impact Statement/Supplemental Environmental Impact Report to satisfy both federal and state requirements. The BART Board and the VTA Board will approve the Locally Preferred Alternative and decide on the Approved Project. Preliminary Engineering was initiated in March 2004 and will conclude in Spring 2006. The schedule for further progress, including Final Design, is under development.



# System Expansion

## implementation priorities

### Description

### Status

#### Regional

##### Regional Rail Study

The Regional Rail Plan will define the passenger rail transportation network for the nine-county San Francisco Bay Area, including the evaluation of California High-Speed Rail System alignment options into the Bay Area.

The Regional Rail Plan project management team, a partnership among MTC, BART, Caltrain, and the CHSR Agency, has been meeting on a regular basis to discuss Regional Rail issues and strategies. Global issues to be considered within the context of the Regional Rail Plan include:

- Integrating passenger rail systems,
- Expanding the regional rapid transit network,
- Planning capacity improvements on the regional railroad system, and
- Coordinating regional rail investments with transit-supportive land uses.

##### High-Speed Rail

In November 2005, the California High-Speed Rail Authority certified the Final Environmental Impact Report (EIR) for a proposed 700-mile rail project connecting Los Angeles to the Bay Area via the Central Valley. A \$10 billion bond measure is planned to go before the voters in November 2006, but may be replaced by a larger Infrastructure Bond ballot measure. The High-Speed Rail project may include a link between the Transbay Terminal and BART in Downtown San Francisco.

##### Ferry Expansion

The Water Transit Authority prepared a program level Draft Environmental Impact Report (DEIR) for the proposed expansion of ferries across San Francisco Bay. In response, BART expressed general support for the proposal, with emphasis on identifying underserved regional markets where ferries could provide additional capacity to complement BART.



# ACCESS MANAGEMENT AND IMPROVEMENT POLICY

## GOALS:

- Enhance customer satisfaction.
- Increase ridership by enhancing access to the BART system.
- Create access programs in partnership with communities.
- Manage access programs and parking assets in an efficient, productive, environmentally sensitive, and equitable manner.

## STRATEGIES:

**ACCESS GOALS** Set 5- and 10-year access goals in the context of an overall program to expand the capacity of the core BART system during the next decade.

**COMMUNITY PARTNERSHIP** Seek partnerships with other transit agencies, local communities, and private entities to plan and implement access programs.

**SYSTEMWIDE PARKING MANAGEMENT** Update parking management strategies. Offer riders new parking choices pursuant to their willingness to pay.

**ACCESS IMPROVEMENTS** Undertake access improvements at existing stations. Improvements would fulfill strategic objectives, such as inter-modal access and transit-oriented development and meet BART standards, such as ADA compliance, maintainability, and system consistency. Parking and other modes of access could be increased or reduced to achieve higher ridership in the context of overall station area development and access planning.

**NEW PROGRAMS** Develop new access programs to address system changes related to the SFO Extension.

**RESOURCES** Seek grants, rely on BART resources, pursue public/private partnerships, and consider parking charges and fees for services to help offset costs of new services, programs, and improvements in a cost effective manner.



## HIGHLIGHTS OF ACCOMPLISHMENTS

- Bike stations were installed at Downtown Berkeley, Embarcadero, and Fruitvale stations, with these facilities serving 200 bicyclists per day.
- The Long-Term Parking Program was implemented at East Bay BART stations, with an average of 4,400 days of long-term parking sold on a monthly basis.
- A daily-fee parking program was developed, permitting daily parking fees at stations with parking facilities that fill three or more days per week and have sold at least 15% of the spaces for monthly reserved parking, or where the local jurisdiction has requested that daily fee parking be implemented.
- Daily fee paid parking programs were implemented at select East Bay Stations, based on Board adopted parking policies.
- Staff continued expansion of the Monthly Reserved Parking Permit Program and established a Single-Day Reserved Parking Program at select East Bay Stations.
- Bicycle racks were installed inside the paid areas at Civic Center, 16th St/Mission, 24th St/Mission, Glen Park, and Balboa Park stations. Prototype bicycle signage was developed and installed.
- The "SmartParking" program at the Rockridge Station was demonstrated in cooperation with UC Berkeley and Caltrans. This program tested the feasibility of providing real-time parking availability information on freeway signs on Highway 24.
- A station access improvement fund was established, and staff is working with communities and interest groups to organize priority projects for station access improvements.

# Access Management & Improvement

implementation priorities

## Description

## Status

### PLAN FOR THE FUTURE

Set Access Goals for stations by automobiles (carpool, patron drop off/pick up), transit, bicycles, and pedestrians. Survey riders to evaluate mode share data to establish goals and track access program progress.

Station-specific access goals are being established in conjunction with corridor level planning studies, currently underway, and station TOD planning efforts. Funds are being pursued for a BART station profile study.

Work cooperatively with public (universities, Caltrans, MTC) and private organizations to demonstrate and develop new access programs for BART and other transportation providers.

Impacts of the “SMARTParking” program at Rockridge Station are being studied and demonstrations for the “Easy Connect II” project at Pleasant Hill Station (provision of bicycles, electric bicycles and Segways) and “Dynamic Ridesharing” at Dublin/Pleasanton Station (real-time ride matching for carpooling) are being conducted. New parking payment prototypes are being researched and developed with public and private partners.

Plan for access improvements necessary to accommodate BART patrons in proposed Transit Oriented Development (TOD) projects, including “during construction” and “after completion” of the new projects.

Staff is planning cooperatively, with appropriate partners, to ensure that access is maintained and enhanced in proposed TOD projects (e.g., South Hayward, Coliseum, Walnut Creek, and West Dublin) and TOD projects nearing construction (Pleasant Hill and Union City). Access Management is working in conjunction with Planning and Real Estate to determine the impacts on patrons of reducing parking spaces in new TOD projects, and staff is developing alternate access programs.

### IMPLEMENTATION OF NEW ACCESS PROJECTS

Develop and implement projects for station access improvement demonstration program.

Candidate projects are being developed based on existing access plans and input from internal and external stakeholders. Projects will be selected based on how well they meet the following criteria:

- Ability to leverage additional funding,
- Additional ridership generated,
- Community support for the project, and
- Cost effectiveness of the project.

Additional consideration will be given to those improvements at stations that generate daily parking fees.

Improve bicycle access to BART.

Electronic, shared-use bicycle lockers will be installed with secured grant funding. Grant funds will be exercised to modify the interiors of approximately 50 “C-2” rail cars to better accommodate bicycles and to study the impacts of interior modifications on passenger car capacity. A bicycle stair ramp/channel will be designed, tested, and installed at 16th /Mission station. Design findings will be employed to establish a BART standard.

## Access Management & Improvement implementation priorities

### Description

### Status

Revise current carpool program to increase and promote carpooling to BART stations, while working in partnership with regional rideshare providers.

Operation and marketing of BART's carpool program will be reassessed with the goal of creating a program to increase patronage and improve enforcement. BART is working in partnership with its regional rideshare partners. Program changes are planned for Summer 2006.

### ACTIVE MANAGEMENT OF ESTABLISHED ACCESS PROGRAMS

Seek opportunities to improve operating efficiencies of BART's Bike Stations.

Administration of the three Bike Stations continues with BART seeking ways to form local partnerships to support continued operations. Staff is currently working with the City of Berkeley to expand storage capacity of the Downtown Berkeley Bike Station, in addition to working towards developing "self-serve" options for the Berkeley and Fruitvale facilities.

Implement and monitor daily paid parking programs, based on board adopted policies.

In February 2006, daily-fee paid parking programs were implemented at Daly City, Colma, Lake Merritt, West Oakland, MacArthur, and Rockridge stations. By the end of FY06, daily-fee paid parking programs will be implemented at Orinda, Lafayette, Walnut Creek, Dublin/Pleasanton, Ashby, and North Berkeley stations. In cooperation with UC Berkeley and BART Planning, formal survey studies and focus groups will be conducted by staff to assess the impacts of parking fees.

Work with local transit operators to coordinate service to BART.

Coordination of the transit and shuttle program, including service modifications necessitated by station intermodal rehabilitation and TOD projects, the "All-Nighter" Owl service, and feeder bus services, continues. BART participates in regional "transit connectivity" planning efforts and is working cooperatively with the Port of Oakland to enhance AirBART Shuttle Service.

Manage reserved parking programs, based on Board adopted policies and customer demand.

The authorized numbers of monthly reserved parking permits (25% of parking spaces) have been sold at five East Bay stations (monthly reserved parking is sold at all BART Stations). Single-Day Reserved Parking Programs will expand to additional stations, as signage is installed (single-day reserved parking is currently available at five East Bay stations). Monthly and Single-Day Reserved Parking Programs will be monitored on a station-by-station basis, and programs will be expanded, as warranted.

# WELFARE TO WORK TO CAREER POLICY

## GOALS:

- Create programs in partnership with others to effectively serve welfare to work clients.
- Enhance mobility for welfare to work clients, especially access to childcare, training, and jobs.
- Strive to be an employer who provides opportunities to welfare to work clients.

## STRATEGIES:

**PARTNERSHIPS** Seek partnerships with social service agencies, employers, transit providers, and MTC to plan and implement programs and improvements that will be of particular benefit to welfare to work clients.

**ACCESS** Undertake access improvements consistent with the Board-approved Access Management and Improvement Policy Framework, focusing on improvements that will be of particular benefit to welfare to work clients.

**TRANSIT-ORIENTED DEVELOPMENT** Promote transit-oriented development (TOD) at and within walking distance of BART stations. TODs incorporating a variety of land uses, such as childcare, housing, neighborhood-serving retail, services, educational training opportunities, and jobs can help simplify trip making for welfare to work clients.

**EMPLOYMENT** Define a program to offer opportunities to welfare to work individuals for hiring and training at BART. The program may be carried out internally or externally to BART.



## HIGHLIGHTS OF ACCOMPLISHMENTS

- BART works closely with community-based organizations in environmental justice communities on joint planning activities.
- BART works with partners to develop signage standards and to improve access to information.

# Welfare to Work to Career

## implementation priorities

### Description

### Status

#### Partnerships

Support legislation and efforts to provide more funding for welfare to work transportation programs and projects.

BART staff continues to participate on MTC's Regional Welfare to Work Committee and on county welfare to work committees. BART actively supports grant applications submitted by partner agencies for services that improve transportation options for low income and minority residents.

Seek grant funding for efforts on projects related to welfare to work by BART and BART's partners.

BART has successfully applied for planning grants from Caltrans, as well as other grants, to improve access at key stations.

#### Access

Improve access via numerous transit modes, including taxi, shuttle, bus, carpool, pedestrian, bicycle, and other transit to all stations.

In late 2004, BART concluded a study (funded by a Caltrans grant), which conducted outreach in targeted environmental justice communities to better understand how residents use BART and how BART could better facilitate that use. The outreach was conducted at three station areas – Richmond, Embarcadero, and Lake Merritt – and resulted in recommendations for improved access, signage, and materials in multiple languages. These recommendations are incorporated into station access plans, as well as other on-going district activities, including implementation planning for the Richmond Transit Village and coordinated work with local community-based organizations in Richmond, Oakland Chinatown, and San Francisco.

BART recently completed another study (also funded by Caltrans) for the development of station area plans at South Hayward, Daly City, and Lake Merritt. These planning efforts included community workshops and/or focus groups with local residents and employers to better understand the community's desires for future development and access improvements within these station areas. The study resulted in the development of the South Hayward Development and Access Plan, the Daly City Comprehensive Station Plan, and the Lake Merritt Summary Report.

Evaluate system signage and identify improvements to make the system more usable to first time riders, infrequent users, and persons with limited reading or English skills.

BART has developed signage standards that are included within the BART Facility Standards. BART new signage standards are utilized when BART has opportunities to replace or install new signage. The signage standards are based on universal design standards and utilize universal pictographs when feasible. BART's wayfinding signage standards serve as the basis for the region's wayfinding guidelines, per the MTC Transit Connectivity Study.

## Welfare to Work to Career

### implementation priorities

#### Description

#### Status

#### Access (Cont.)

Improve provision of information on connecting transit.

BART is providing technical support to an MTC RFP to replace the current internet-based regional trip-planning program, called the "TakeTransit Trip Planner," with a new and improved version. The Take Transit Trip Planner provides detailed trip itineraries on BART and connecting transit.

Provide information to employers on BART schedules and services, transit benefits programs, connecting transit routes, and multi-modal access.

BART staff continues to work with social service agencies and other transit providers by providing transit materials to the public.

#### Transit-Oriented Development

Work with developers and nonprofit agencies to encourage, where appropriate, the inclusion of childcare facilities in transit-oriented developments at or near BART stations.

BART staff is currently working closely with childcare resource and referral agencies in San Francisco, Alameda, and Contra Costa counties to assess whether parents who utilize childcare facilities within 1/2 mile of a BART station also take BART or other transit. This information will be used by planners and childcare agencies to encourage the location of childcare facilities at or near BART stations.

#### Employment

Investigate a Transportation Academy pilot program to pre-qualify CalWORKs and other low-income individuals for technical jobs prior to BART job training

Update pending.



# STATION AREA PLANNING POLICY

## GOALS:

- Foster compact transit-oriented and transit-serving mixed-use development of BART properties, maximize transit ridership, and balance development goals with community desires.
- Promote transit ridership and enhance quality of life by encouraging and supporting transit-oriented development within walking distance of BART stations and along transit corridors that serve BART stations.
- Advance transit-supportive land use policies at the local, regional, state, and federal levels.

## STRATEGIES:

**COMPREHENSIVE PLANNING** In concert with local communities and planning partners, coordinate comprehensive planning for all BART station areas.

### OUTREACH, EDUCATION, AND TECHNICAL ASSISTANCE

Create a public information, education, and technical assistance program to promote transit-oriented development at and around transit stations.

**PARTNERSHIPS AND COALITIONS** Participate in partnerships and coalitions at the local, regional, state, and federal levels to plan for, and implement, transit-oriented development within BART station areas.

**IMPLEMENTATION** Provide assistance in community planning and design (e.g., charrettes or other processes, wherein planners and developers maximize community involvement to achieve desirable and livable additions to communities around BART station areas), formulation of real estate development strategy, and the removal of barriers to station area development.

**ADVOCACY** Promote leadership and advocate for transit-supportive land use policies and financial investments in the Bay Area at local, regional, state, and federal levels of government.



## HIGHLIGHTS OF ACCOMPLISHMENTS

- Comprehensive Station Plans (CSP) for Walnut Creek, Richmond, El Cerrito del Norte, 16th Street, Embarcadero, and Bay Fair were completed in 2004; and CSP's for Daly City (2006) and Bay Fair (2007) are underway.
- A Strategic "A-Line" assessment of land use and access opportunities in the nine-station corridor was completed.
- Station capacity technical memos for Berkeley, MacArthur, Powell, Glen Park, and Daly City have been prepared.
- Ridership Development Plans (RDP), intended to increase ridership at future stations through land use and access enhancements in the eBART corridor communities of Pittsburg, Antioch, Oakley, Brentwood, and Byron/Discovery Bay, have been initiated.

## Station Area Planning

### Description

### Status

#### Comprehensive Planning

Develop station capacity plans that consider existing and future capacity issues.

Comprehensive Station Plans (CSP) integrating land use, access, and station capacity for Walnut Creek, Richmond, El Cerrito del Norte, 16th Street, Embarcadero, and Bay Fair Stations were prepared in 2004. The Daly City CSP is scheduled for completion by Spring 2006, and the Bay Fair CSP will be updated in 2007 to reflect land use and access planning activities in 2006.

Capacity technical memos for Berkeley, MacArthur, Powell, Glen Park, and Daly City were completed in 2004.

Staff plans to revise the BART Core System Stations study, which was initially prepared in 2003, to reflect changes to the Silicon Valley Rapid Transit project.

Develop station access plans that consider existing and future access issues in and around stations.

Planning staff is working with partners to complete access-planning priorities for Daly City and South Hayward and developing or refining plans and priorities for MacArthur, Fruitvale, and Dublin/Pleasanton stations.

Develop strategic assessment of BART stations in a corridor.

In 2005, staff completed an A-Line Study that examined land use and access opportunities and evaluated investment strategies designed to increase ridership in the nine-station corridor.

#### Outreach, Education & Technical Assistance

Update BART Planning Web page.

The Planning Department web page is available online, and information is updated, periodically.

Participate in ongoing community planning programs at BART Stations.

Community planning efforts are underway at Daly City, Balboa Park, Glen Park, 24th Street, South Hayward, Bay Fair, San Leandro, Dublin, Pleasanton, Castro Valley, Ashby, and North Concord.

Participate in forums or steering committees that address transit-oriented development.

BART staff participates in the following educational and professional forums: American Planning Association (APA), Rail-Volution, Local Initiative Support Corporation (LISC), United Nations (UN) World Environment Day, San Francisco Planning and Urban Research (SPUR), San Francisco Foundation, and the East Bay Community Foundation.

Staff served on a variety of national and regional steering committees to promote TOD, including: Rail-Volution National Steering Committee and Executive Committee, Transportation Research Board, Urban Land Institute, Center for Transit-Oriented Development, Caltrans Statewide Land Use Study, and Oakland Chamber of Commerce's Parking Subcommittee.



## Station Area Planning

### Description

### Status

#### Partnerships and Coalitions

Actively seek funding for Station Area Planning at specific stations when opportunities arise.

BART successfully applied for three Caltrans grant categories, including:

- Community-Based Transportation Planning (FY05): Comprehensive Station Planning at Daly City and South Hayward,
- Community-Based Transportation Planning (FY06): Bay Fair BART TOD and Access Study, and
- Statewide Planning (FY06): Access BART: TOD and Improved Connections.

Staff worked with local jurisdictions to successfully apply for MTC's Station Area Planning pilot grant program for Resolution #3434 corridors, including:

- Hacienda Specific Plan,
- eBART corridor, and
- Downtown San Leandro TOD Strategy.

BART sought and secured \$2.4 million to complete Ridership Development Plans, which seek to increase ridership at future eBART stations, including plans for:

- Pittsburg,
- Antioch,
- Oakley,
- Brentwood, and
- Byron/Discovery Bay.

Work with cities, developers, and other partners to improve access to BART stations.

BART is working with AC Transit, the City of Oakland, the City of Alameda, shuttle operators, and various development teams to improve bus access to the MacArthur, Fruitvale, and 12th Street BART stations.

Staff is working with technical committees from the San Francisco Municipal Transportation Agency (MTA) and the Transportation Authority on solutions for rapid bus and pedestrian access to BART, including better access to BART from the Tenderloin and Excelsior neighborhoods.

BART staff participated in a CCTA State Route 24 Transit Study that explored different BART alternatives. The study initially considered station access improvements.

## Station Area Planning

### Description

### Status

#### Partnerships and Coalitions (Cont.)

Support local jurisdictions' general plans, redevelopment plans, countywide transportation plans and programming, and individual station area planning efforts.

Staff targeted areas including the counties of Alameda, Contra Costa, and San Mateo; City and County of San Francisco; and cities of Daly City, Fremont, Oakland, Walnut Creek, South San Francisco, and Union City.

BART staff is supporting the work of the eBART corridor jurisdictions in creating Ridership Development Plans that will support increased ridership through land use changes and access enhancements at eBART stations.

Support regional planning agencies (MTC, ABAG, BAAQMD, and JPC) Smart Growth initiatives.

Efforts with Smart Growth initiatives include:

- MTC Bay Area TOD Study,
- MTC TOD Policy Development,
- MTC Infill Parking Study,
- ABAG Infill Trip Generation Study, and
- Joint Policy Committee (JPC) Blueprint Study.

### Implementation

Construct and implement recommended projects from Station Area Planning documents, Access Plans, Capacity Plans, community-based planning activities, and grant awards.

Construction on the NE Plaza of the 16th Street/Mission Station commenced in Fall 2005. This project, supported by MTC grants and Proposition K funds, complements the redesigned SW Plaza. Estimated completion is Fall 2006.

Construction on the St. Charles Avenue pedestrian project at the Daly City Station began in Fall 2005. The project was funded by MTC and Caltrans. Estimated completion is Fall 2006.

The Construction Drawing Phase for the Balboa Park Walkway and Civic Center Muni-BART connection was initiated in Fall 2005. This project is supported by funds from MTC, RM-2, and Proposition K. Estimated completion dates for both projects are FY07/08.

Capacity improvements at Powell Street Station are being funded by Westfield in preparation for Bloomingdale's opening in Fall 2006.

### Advocacy

Develop legislation to advance station area planning through regional and statewide legislative groups.

BART staff participated in creation and/or modification of legislation to promote TOD, including Assembly member Hancock's modifications to the Transit Village Development Planning Act and Senator Torlakson's modifications to Redevelopment Law.

BART will continue to develop advocacy partnerships with:

- California Transit Association Smart Growth Task Force / California Futures Network, and
- Caltrans Statewide TOD Advisory Committee.

# SUSTAINABILITY POLICY

## VISION:

Reinforce BART's essential role in regional sustainability by:

- Improving mobility for Bay Area families and businesses, via public transit;
- Increasing public safety and comfort, while decreasing air pollution and road congestion;
- Encouraging the region's smart growth, via efficient multi-modal transportation networking; and
- Preserving the natural beauty and character of the region.

Promote the Bay Area's social and environmental quality of life by:

- Increasing the quality, value, and accessibility of BART's service to the riding public of all sectors of the Bay Area communities; and
- Providing reliable and comfortable transit options and livable transit corridors to increase the development of affordable housing, and cultural and business facilities.

Maintain the Bay Area's long-term economic prosperity and entrepreneurial spirit by:

- Enhancing the life-cycle value of BART's physical infrastructure and operations for conserving natural resources and protecting public investment; and
- Creating more business opportunities for all Bay Area entrepreneurs.

Become a model for other transit agencies in optimizing resource efficiency, environmental preservation, transit service quality, and cost effectiveness

## GOALS:

- Promote sustainable, transit-oriented development in the communities BART serves to maximize the use of BART as the primary mode of transportation.
- Enhance the use of resource-efficient and environmentally friendly access modes (e.g., bikes, walking, etc.), and other sustainable features at BART's new and existing stations.
- Integrate sustainability principles and practices including multi-modal access into the planning, design, and construction of new BART stations and related facilities.



## HIGHLIGHTS OF ACCOMPLISHMENTS

- BART was honored at the EPA's annual award ceremony in San Francisco for its leadership in promoting sustainable transit operations. BART received a Certificate of Appreciation from a member of the U.S. Senate and a Certificate of Special Congressional Recognition from a member of the U.S. Congress in April 2005.
- Rolling Stock and Shops, Maintenance and Engineering, and System Compliance implemented the Environment Management System (EMS), which has resulted in improved daily operations and maintenance activities and has contributed to higher standards for reducing environmental impacts.

- Effectively incorporate proven sustainable materials, methods, and technologies into BART's Facilities Standard to increase life-cycle value, including reduction of energy and resource use, and to enhance the health and comfort of BART employees and customers.
- Apply sustainable techniques and procedures into BART's maintenance projects and operations in a cost-effective manner.
- Develop procurement strategies that incorporate sustainability criteria compatible with federal and state non-discrimination requirements.

## STRATEGIES:

**PARTNERSHIPS** Partner with Federal agencies and other organizations to formulate and maintain BART's sustainability practice standards and measurements.

**INDUSTRY STANDARDS** Strategically adopt applicable provisions of industry standards and technical manuals of sustainable practices, such as applying the Leadership in Energy and Environmental Design Guidelines for creating healthier work places for employees by providing better indoor environments.

**LOCAL REQUIREMENTS** Incorporate local sustainability requirements based on appropriateness.

**LEADERSHIP PROGRAM** Identify, execute, and monitor leadership projects and facilities for BART's sustainable programs.

**SUSTAINABILITY PRACTICE STANDARDS** Develop, maintain, and implement BART's sustainability standards.

**BENCHMARKS** Establish benchmarks to measure the progress and performance of BART's sustainability practice.



# Sustainability

## Implementation priorities

### Description

### Status

#### Partnerships

Partner with developers and other agencies to promote and execute a sustainability policy.

BART partners with U.S. EPA Region 9 to promote sustainable transit operations. BART & EPA co-hosted a workshop on Sustainable Transit Development and Operations to share BART's experience in sustainability practices with other transit agencies. Attendees included delegates from Los Angeles MTA, Santa Clara Valley Transit Authority, a national energy management expert, and several leading architectural firms currently working on BART and SVRT projects.

BART participated in the U.N. World Environmental Day celebration hosted by the City of San Francisco. Working with the Board and the City, staff architecturally improved the Civic Center Station to commemorate both the U.N.'s 60th Anniversary and World Environmental Day. BART's Public Relations Department sponsored and coordinated staff from a number of departments to support BART's exhibition at the Green City Expo. BART, the only public transit agency to participate in this international event, showed its commitment and achievements in sustainable transit operations.

#### Local Requirements

Advise BART staff, developers, and outside agencies to apply sustainability policy and requirements to BART-related project work.

The eBART project applied sustainability principles at the inception of the project when selecting alignment, project design, and facilities.

The Warm Springs Extension project incorporated solar photovoltaic system and vegetated swales into the design.

The design for the Pleasant Hill Parking Garage (Phase 2) included a smart voltage regulating system to reduce electricity consumption for lighting.

BART Maintenance & Engineering applies sustainability concepts into maintenance and engineering practices by recycling reusable wooden rail ties, and specifying induction lighting fixtures to reduce replacement costs and pressure on landfill use.

#### Leadership Program

Raise awareness of BART's Sustainability Policy.

BART was honored at the EPA's annual award ceremony in San Francisco for its leadership in promoting sustainable transit operations. BART received a Certificate of Appreciation from a member of the U.S. Senate and a Certificate of Special Congressional Recognition from a member of the U.S. Congress in April 2005.

BART SVRT management staff participated in an inter-agency sustainability workshop with VTA and EPA to raise the awareness of BART's Sustainability Policy and sustainability design and construction standards and to identify such implications on SVRT projects.

#### Sustainability Practice Standards

Develop, maintain, and implement BART's sustainability standards.

Research & Development and Power Procurement staff launched efforts to search for alternative energy technologies and resources, such as solar energy and hydrogen fuel cells.

# FINANCIAL STABILITY POLICY

The San Francisco Bay Area Rapid Transit District has an important responsibility to its riders and the citizens of the Bay Area to wisely manage the District's finances in both the short and long term. In times of economic change and uncertainty, it is especially important for the District to make sure its ability to deliver service rests on a strong and stable financial foundation. To this end, the following are the District's financial stability goals and strategies.

## GOALS:

- Maintain an operating and capital financial base that is sufficient to deliver safe, quality service efficiently and cost-effectively to meet the level of demand.
- Continuously improve productivity.
- Preserve and maximize BART's fare revenue base through a predictable pattern of adjustments while retaining ridership.
- Provide a fare and fee structure that is tied to the cost of providing service, optimizes use of the BART system, and provides BART customers with convenience, ease of use, and a good value for the money.
- Establish and maintain prudent reserves sufficient to ensure that the District can adjust to economic downturns.
- Maintain the highest possible credit rating and reputation for prudent financial management.

## STRATEGIES:

### OPERATING EXPENSES

- Adjust operating expenses, as needed, to reflect changes in service demand, technology, and productivity.
- Endeavor to keep growth in rail operating expenses (as measured by an average of growth in rail operating cost per passenger mile) at or below the rate of inflation by:
  - Implementing technology and productivity advancements designed to reduce or avoid increasing operational costs;
  - Exploring appropriate partnerships with public agencies, private entities, and BART's represented work force to achieve greater efficiency, effectiveness, and increased ridership; and
  - Working to increase and optimize ridership on the BART system through partnerships that foster transit-oriented development and improve access to the BART system.
- Regularly review productivity improvement programs and results, as part of the annual budget process.



## HIGHLIGHTS OF ACCOMPLISHMENTS

- Through FY05, BART's rail operating cost per passenger mile has grown at a rate below the inflation rate.
- In January 2006, the first in a series of biennial Board-approved productivity-adjusted CPI-based fare increases took effect.
- In May 2005, the Board approved a 10-cent capital surcharge that is estimated to generate \$9 million annually for capital programs.
- In May 2005, the Board approved two new paid parking programs. The criteria-based Weekday Daily-Fee Program is being initially implemented at 10 East Bay BART stations. A Single-Day Reserved Parking Program will be implemented at all East Bay stations. Once fully implemented, these two programs are expected to generate \$3.2 million in annual revenues.



## CAPITAL INVESTMENT

- Pursue grant funding for BART capital projects, pursuant to priorities as addressed in the Capital Improvement Program.
- Adopt an annual budget that includes an allocation to capital programs adequate to meet annual baseline reinvestment needs for programs, which are essential to ensure system performance, but not likely to receive grant funds. Such funding should also be available for local match to grants and for unforeseen needs and emergencies.
- Use debt financing prudently to leverage local, regional, state, and federal funding for major cyclical capital investments such as transit vehicle, escalator and elevator, fare collection equipment, and train control renovation and replacement.

## FARES AND OTHER REVENUES

- To the extent revenue increases are needed as one part of a program to preserve BART's revenue base and financial stability, tie passenger revenue increases to service costs and system needs, with particular consideration to:
  - Fares aligned with CPI-based cost growth;
  - Small regular fare increases tied to CPI-based cost increases or other major cost factors and to factors such as significant change in other revenues and productivity;
  - Small surcharges tied to capital needs, such as rehabilitation or seismic retrofit; and
  - A peak premium, at some point in the future when ridership is growing, tied to the need to optimize off-peak system use and to fund core system capacity improvements.
- Increase customer satisfaction, when economically and technologically feasible, by giving consideration to:
  - Increasing discounts for high-value tickets to mitigate the impact of fare increases on regular BART riders;
  - Developing new interoperator and interagency partnerships to increase transit access;
  - Developing innovative partnership programs with major employers, educational institutions, and other rider generators; and
  - Using time-limited passes to market BART for special event, weekend, and families, evaluating the impact on ridership of each pass program.
- Increase revenue from other sources such as parking, advertising, concessions, and joint development, while meeting customer needs and providing safe, reliable service.

## RESERVE FOR ECONOMIC UNCERTAINTY

- Maintain a prudent reserve to be used in times of significant revenue decline to preserve the District's ongoing ability to deliver safe and reliable service to the customer and to reinvest in capital.
- Adopt a Short-Range Transit Plan that builds the reserve to at least 5% of total annual operating expenses by funding regular contributions to the reserve.



## Financial Stability

### Description

### Status

#### Operating Expenses

Adjust operating expenses to reflect changes in service demand, technology, and productivity.

Over the past several years, the District has managed spending for labor and non-labor budgets and hiring costs to reflect the reduced level of ridership demand.

Endeavor to keep growth in rail operating expenses (as measured by a ten-year rolling average of growth in rail operating cost per passenger mile) at or below the rate of inflation, by implementing technology and productivity advancements designed to reduce or avoid operating cost increases.

#### Programs:

- Automatic Fare Collection (AFC)
- Business Advancement Plan (BAP)

The District's AFC Modernization program is nearing completion. This program decreased maintenance costs of ticket vending machines, add fare machines, and fare gates by providing new technology and higher availability.

BART has made a commitment to replace its aging business systems that have inherent business process inefficiencies and are manually intensive, time consuming, and prone to data-entry errors. Existing systems will be replaced with contemporary business systems that represent industry best practices, integrated business processes/applications, modern technology, and future expandability. The program to completely replace and transform BART's core business systems and business processes with an integrated suite of contemporary enterprise applications is called the Business Advancement Plan (BAP). Once implemented, BAP will create a fully integrated business system that will streamline workflow, increase efficiency and accuracy, and reduce labor-intensive manual processes. All these combined contemporary business processes will result in substantial cost savings to the District. Both the Short Range Transit Plan (SRTP) and the long-term solution to the retiree medical unfunded liability, which was negotiated as part of the 2005 labor contracts, rely on these savings being realized.

The BAP program has been divided into Phase I and Phase II. Phase I encompasses the transformation of General Ledger, Payroll/Timekeeping, and Human Resources business areas. Phase II includes Maintenance and Materials Management (including procurement, inventory, track asset management and other related areas) and Finance. Phase I is nearing completion. Phase II will be initiated in FY07.



## Financial Stability

### Description

Work to increase and optimize ridership on the BART system through partnerships that foster transit-oriented development and improve access to the BART system.

### Status

Comprehensive Station Plans (CSP) integrating land use, access, and station capacity for Walnut Creek, Richmond, El Cerrito del Norte, 16th Street, Embarcadero, and Bay Fair Stations were prepared in 2004. The Daly City CSP is scheduled for completion by Spring 2006, and the Bay Fair CSP will be updated in 2007 to reflect land use and access planning activities in 2006.

Planning staff is working with partners to complete access-planning priorities for Daly City and South Hayward, as well as developing or refining plans and priorities for MacArthur, Fruitvale, and Dublin/Pleasanton stations.

### Projects:

- Fruitvale TOD:

Construction of the Fruitvale Transit Village, Phase I was completed in early 2004. Negotiations for Phase II of the project have been initiated.
- Walnut Creek TOD:

An Option Agreement, approved by the BART Board, has been executed to enable a developer to pursue project plans at the Walnut Creek BART station.
- Pleasant Hill TOD:

The BART Board approved the formation of a Joint Powers Authority (JPA) between BART, Contra Costa County, and the County Redevelopment Agency. Additional approvals have been granted for the lease of BART property to the JPA, and negotiations for development opportunities have been initiated between JPA and Millennium.
- West Dublin/Pleasanton TOD:

Ampelon/Jones Lang LaSalle helped BART successfully market the private development on BART land (housing, hotel, & office). This firm is responsible for the design and construction of the BART station, parking structures, and pedestrian bridges that link the station to adjacent land uses. Determination on a Guaranteed Maximum Price for the public improvements, a prerequisite to issuing bonds for construction of the station, should be completed in May 2006. Revenue service is expected to commence in 2008.
- Dublin/Pleasanton TOD:

BART has entered into a partnership with the Alameda County Surplus Property Authority that will allow the Authority to construct mixed-use development on portions of existing BART property in exchange for constructing a BART parking garage to replace displaced parking. The Authority is currently in the process of finalizing plans for the garage and intends to initiate construction in the summer of 2006.
- Oakland Airport Connector (OAC):

Due to lack of adequate funding, the possibility of obtaining private financing was studied to close the funding gap. With the potential for Public/Private Partnerships confirmed, the original Design-Build-Operate-Maintain procurement was cancelled, and a new Design-Build-Finance-Operate procurement is being developed to incorporate public/private partnerships. OAC revenue service is expected to commence in 2011.

## Financial Stability

### Description

### Status

#### Capital Investments

Maximize grant funding for the District's Capital Program, as identified in the Capital Improvement Program, through federal, state, regional, and local agencies.

System renovation/grant programming applications totaling over \$180 million were submitted for FY04, FY05, and FY06. Seismic retrofit improvements were programmed for \$143 million in the March 2004 bridge-toll-ballot measure.

Encourage and support other sources of capital improvement funding.

BART staff participated in the effort to pass Proposition K, which was approved by San Francisco voters in November 2003. Proposition K will extend the half-cent sales tax for transportation and establish a 30-year expenditure plan. The Expenditure Plan provides \$100 million for BART station access, safety, and capacity projects and represents a new source of funding for BART capital improvements.

BART staff also participated in the development of the ballot measure for Measure J, the reauthorization of the Measure C half-cent sales tax, for transportation improvements in Contra Costa County. BART received partial funding for an extension to East Contra Costa County (eBART) and minor funding for other BART capital needs.

BART was actively involved in the Metropolitan Transportation Commission's (MTC) updating of its Regional Transportation Plan, a 25-year outlook for the allocation of future funding in the Bay Area. This process resulted in a significant commitment by MTC to address BART needs, and the District continues to advocate for further commitments from the counties served by BART.

In 2004, voters passed Regional Measure 2 (RM2), raising the toll on the seven State-owned toll bridges in the San Francisco Bay Area by \$1.00. This extra dollar funded various transportation projects within the region that have been determined to reduce congestion or make improvements to travel in the toll bridge corridors.

Specific projects for which BART is a sponsor or co-sponsor include:

- \$143 million for seismic strengthening of the Transbay Tube,
- \$25 million for the Central Contra Costa County Crossover,
- \$96 million for e-BART (co-sponsor with CCTA),
- \$30 million for the Oakland Airport Connector (co-sponsor with Port),
- \$95 million for the Warm Springs Extension,
- \$3 million for a BART/MUNI Connection at Embarcadero and Civic Center Stations, and
- Funding for the Regional Rail Master Plan to improve Bay Area passenger rail service (co-sponsor with Caltrain).

## Financial Stability

### Description

Adopt an annual budget that includes an allocation to capital programs adequate to meet annual baseline reinvestment needs for programs, which are essential to ensure system performance, but not likely to receive grant funds. Such funding should also be available for local match to grants and for unforeseen needs and emergencies.

### Status

The District was able to allocate \$19 million in FY06, meeting the funding target for the first time in four years.

### Fares & Other Revenues

Consider small, regular fare increases tied to CPI-based cost increases or other major cost factors and to factors such as significant change in other revenues and productivity.

The first in a series of biennial BART Board-approved productivity-adjusted CPI-based fare increases took effect in January 2006. The fare structure review, required before this increase, was presented to the Board in August 2005. This was followed by the Board's adoption of a Fare Policy in November 2005 and direction to staff to investigate pass program options.

Consider implementation of parking fees at East Bay stations.

In May 2005, the BART Board of Directors approved several new paid parking programs. These include Daily Weekday Parking fees at select stations, and a Single-Day Reserved Program for East Bay stations. Once fully implemented, these two programs are expected to generate \$3.2 million in annual revenues.

Daily parking fees will be initially implemented at 10 East Bay stations that have meet an approved set of criteria. Criteria is either: a) parking at a station fills three or more days a week and at least 15% of the station's parking spaces are sold as monthly reserved parking, or b) local government jurisdiction requests BART to implement a daily fee. The daily weekday fees at stations are \$1.00. West Oakland, the exception, has a daily weekday fee of \$5.00. Daily fees will be implemented at additional stations as they meet the program criteria.

A Single-Day Reserved Parking Permit Program will be available at all East Bay stations with parking. The program would be operated similarly to the District's web-based Long-Term Parking reservation program. The cost for the Single-Day Reserved Program parking permit ranges between \$3.00 and \$6.00, and varies from station to station.

## Financial Stability

### Description

### Status

#### Fares & Other Revenues (Cont.)

Consider using time-limited passes to market BART for special event, weekend, and family uses. Evaluate the impact to ridership by each pass program.

BART has implemented promotions to build ridership among Peninsula residents, families with kids, commuters (Spare-the-Air free BART rides), New Year's revelers, Martin Luther King event attendees, and baseball fans. Future promotions under consideration target commuters who park in downtown lots, BART parkers (potential feeder bus customers), frequent business travelers to OAK and SFO airports (potential long-term BART parkers), and other target markets. In some cases, pricing promotions are limited by current fare collection technology.

Consider small surcharges tied to capital needs, such as rehabilitation or seismic retrofit.

The BART Board approved a 10-cent capital surcharge in May 2005 that is expected to generate \$9 million annually for capital programs.

#### Reserve for Economic Uncertainty

Maintain a prudent reserve to be used in times of significant revenue decline, in order to preserve the District's ongoing ability to deliver safe and reliable service to the customer and to reinvest in capital programs.

Leaseback reserves have been used to address operating budget pressures over the past several years. The most recent financial projections, detailed in the FY06 Short Range Transit Plan, anticipate rebuilding the operating reserve over the next seven years to a level of 5% of annual operating expenses.

#### Other Financial Considerations

Establish a system for funding retiree medical insurance obligations and retiring the unfunded liability to conform with Government Accounting Standards Board (GASB) Statements 43 and 45.

The District recently established a Retiree Health Benefit Trust to obtain an enhanced rate of return on investments. It has already reduced the projected unfunded liability for these benefits. The District also negotiated labor agreements in 2005 that increased employee and retiree contributions toward retiree medical insurance, committed the District to paying the full GASB-required Annual Required Contribution (ARC) by 2013 and amortizing the unfunded liability in the system by 2034. In 2034 the District's annual cost as a percentage of pay for retiree medical insurance will drop approximately 40% on an on-going basis.

# RENOVATION PROGRAM

## GOALS:

- Protect BART's core system investment by ensuring that capital expenditures support reinvestment cycles and needs.
- Complete the District's 10-year renovation program, initiated in 1995, with focus on the A & B car renovation, AFC renovation, elevators and escalators, and the first phase of train control replacement.
- Initiate a second 10-year renovation program focused on a second phase of train-control replacement and C1 car replacement.

## PROGRAM ELEMENTS:

- AFC/TransLink
- Traction Power System Rehabilitation
- Train Control System Rehabilitation
- Train Control Renovation, Phase 2
- C-1 Car Renovation
- 30-Year Reinvestment Study & Financial Plan
- Second 10-Year Renovation Program



## HIGHLIGHTS OF ACCOMPLISHMENTS

- The District's 10-year renovation program, initiated in 1995, was substantially completed in 2004.

# Renovation Program

## Description

**AFC/TransLink** This program provided complete replacement of all fare collection equipment throughout the system including ticket vendors, add-fare machines, and fare gates. The program also furnished new bill-to-bill change machines for installation in each BART station, centralized Data Acquisition System (DAS) upgrades, and various AFC infrastructure upgrades. The new fare collection equipment is compatible with MTC's TransLink SmartCard program. Additional equipment procured for capacity improvement is described more fully in the System Capacity section.

## Status

Installation of new fare collection equipment was completed in December 2003. Work is in progress on TransLink faregate and ticket-vendor integration.

**Traction Power System Rehabilitation** Over the past few years, BART's electric propulsion system began deteriorating due to age and wear, and various subsystems reached the end of their original design lifetime. Third rail cover-boards, high-voltage circuit breakers, power cabling and conduit, load measuring and protection equipment, and other components are being changed out with newer technology. The program will continue for several years, but is already resulting in improved reliability and lower maintenance costs.

Work has been completed on several elements of the traction power system and will continue for several years for other subsystems.

**Train Control System Rehabilitation** The original BART train control system, which was state-of-the-art when installed 30 years ago, was becoming unreliable and difficult to maintain by the late 1990's. BART has initiated a comprehensive multi-year program to replace vital, but outdated components and subsystems. While not complete, system rehabilitation is already resulting in more reliable operations, greater flexibility, and lower maintenance costs. This program is complementary to, and supportive of, the Advanced Automatic Train Control technology overlay.

Work has been completed on several elements of the train control system and will continue for several years for other subsystems.

**Train Control Renovation, Phase 2** As part of BART's initial ten-year renovation program, detailed analyses were conducted to identify priorities for addressing age and wear-related deficiencies in the original train control system. Funding available within the initial program has been directed to the most critical needs, those of renewing components of the train control system that are not subject to replacement, as part of the Advanced Automatic Train Control technology overlay. Many other needs are yet to be addressed. Additional funding must be secured in order to continue making the upgrades necessary to maintain service reliability in the future.

A needs analysis is currently being completed, and potential funding scenarios are being developed as part of a second round of infrastructure renovation.

**C-1 Car Renovation** The C-1 cars comprise the second oldest of the three subfleets of BART's transit vehicles. Having entered service in the mid-1980's, these cars will soon reach the end of their original design life. In order to continue reliable service, these cars will need to undergo renovation analogous to that which has already been completed on the original fleet of A & B cars.

Staff is determining the type of car renovation most appropriate for this subfleet, along with estimates for program costs.

## Renovation Program

### Description

#### **30-Year Reinvestment Study & Financial Plan**

The Reinvestment Study represents a plan for life-cycle based renovation and replacement of BART's existing capital plant. The overarching 30-Year Financial Plan measures the resources necessary to maintain and operate BART safely and reliably, far into the future.

### Status

Detailed analysis has begun on the technical and financial interplay between renovating and/or replacing the existing BART fleet and expanding the fleet to accommodate both core system growth and possible system expansion.

**Second 10-Year Renovation Program** The first 10-year system renovation program focused primarily on infrastructure that is directly experienced by customers (e.g., original A & B cars, escalators, elevators, AFC equipment). Many other elements are still in need of renovation or replacement, including the C-1 cars and the train-control system. The first primary objectives of this successive renovation program are to refine the project funding needs and develop a funding program to address those needs.

Definition of needs and possible funding approaches are being developed.



# EMPLOYEE DEVELOPMENT AND STEWARDSHIP PROGRAM

## GOALS:

- Develop core leadership competencies to build and sustain high performance.
- Develop an organization and culture that fosters stewardship, customer focus, continuous improvement, teamwork, pride, and sense of community.
- Promote effective communications and positive relationships.
- Develop systems and processes that encourage partnerships and collaboration.
- Appreciate and recognize self-development, contribution, and accomplishment.
- Strengthen the organization by learning about each other's jobs and how employee performance is linked directly to the budget and goals of the organization.

## PROGRAM ELEMENTS:

- Leadership and Personal Development Programs
- Stress Management Workshops
- Employee Suggestion Program
- Communications Training
- Partnering, Symposia, and Process Mapping
- Employee Communications
- Station Stewardship Program (SSP)
- Train Operator Communications Training
- Rail Talk
- Customer Service Training Program
- BAP Support: Microsoft Office Training
- Career Fair
- Sexual Harassment Prevention



## HIGHLIGHTS OF ACCOMPLISHMENTS

- Microsoft Office Suite Training Classes and On-line Training were offered to clerks District-wide, as part of collaboration between SEIU Local 790, ATU 1555, City College of San Francisco, and Performance and Learning.
- An organized Career Fair provided clerical staff with internal and external resources to expand career choices and knowledge of the job market.
- Process maps documenting all of "To Be" processes for Phase I of BAP were completed.
- BART staff partnered with City College of San Francisco and BART's Unions to deliver classroom and online computer training.



# Employee Development and Stewardship

## Description

## Status

**Leadership and Personal Development Programs** New Supervisors Training and Orientation, which prepares new supervisors and managers for leadership responsibilities, is offered three times per year. This is followed by a one-week Leadership Development Training Program, which is also offered three times per year. Performance and Stress Management workshops and individual coaching, based on HeartMath research and technology, is offered throughout the year.

Training and expansion of coaching services is ongoing.

**Stress Management Workshops** This is a series of customized workshops, designed for all levels of employees, that teaches how to manage stress to improve performance and customer service.

These workshops continue to be available to all BART employees. Individual coaching has also been initiated.

**Employee Suggestion Program** The Employee Suggestion Program provides an opportunity for employees to contribute ideas and suggestions for improving the organization and receive formal recognition and monetary awards. The program encourages creativity, innovation, teamwork in the pursuit of improvements in customer service, operational performance, safety, and efficiency.

The Employee Suggestion Program is being assessed for continued enhancements. On-line submission of suggestions is planned.

**Communications Training** Communications training workshops are customized for the requesting department. Key learning objectives are: 1) effective and positive communication within the organization; and 2) development of a greater awareness of personal communication style and its impact on individuals, teams, and customers.

Training workshops are provided on an on-going basis.

### Partnering, Symposia, and Process Mapping

The Performance and Learning Department facilitates various partnering workshops, symposia, and process mapping workshops. The department brings together a broad base of organizational stakeholders to address performance and system improvement issues and builds teamwork among varying interest groups.

This group facilitated partnership workshops for Transit System Development to support successful completion of capital projects (e.g., system rehabilitation and AATC, Office of Civil Rights), Operations Training and Development symposia to revamp training curriculum, and completion of process maps of all major business systems.

## Employee Development and Stewardship

### Description

**Employee Communications** The “Operations in a Flash” newsletter is written by BART employees to serve frontline employees by providing current BART news and information on a weekly basis. This newsletter also reinforces the value of quality communications and positive relationships for superior customer service. “Operations in a Flash” is available electronically at the “webBART” Intranet site, and a hard copy is distributed to frontline employees.

The “Operations Training and Development” website is intended to provide online training programs to BART employees. The site currently offers 128 “Safety Shorts” lessons, six full-length training programs, and five short training modules. The site also contains contact information for the training department, class schedules, media for downloads, and report access to live training records. Online training programs are planned for the future.

### Status

System-wide delivery of the “Operations in a Flash” newsletter was initiated in October 2001 and continues to be produced on a weekly basis.

The “Operations Training and Development” website is now accessible to BART employees. The Training Student Center page is currently available on the BART intranet and is being utilized successfully for BAP training registration. Its use will be expanded to deliver training documentation and online practice materials when training begins. The student center is also being leveraged to deliver online Sexual Harassment Training to field personnel.

**Station Stewardship Program (SSP)** The SSP continues to focus on improved communications with employees through the “Operations in a Flash” newsletter. The newsletter is a time sensitive tool that provides valuable information regarding District business. Employees at every level of the organization are recognized by their peers for their business achievements and personal accomplishments.

The Station Stewardship Program continues to focus on improved communication with employees through a weekly newsletter.

**Train Operator Communications Training** This custom training program was designed to enhance communications between train operators and the Operations Control Center. Key learning objectives include developing a greater understanding of each other’s roles and responsibilities and exploring specific ways to improve communications and service delivery.

Communications training continues to be part of the recertification process. A recent enhancement to the program includes emergency communication between BART Police and Central Operations.

**Rail Talk** This program was initiated by a volunteer team of BART employees comprised of train operators, operations supervisors, fore-workers, ACTO’s, and others. The program concept is committed to finding new ways to share information and knowledge, as well as resolve problems to ensure safe and effective train operations.

An automated network at Train Operator Reporting Locations has been initiated. To date, computer terminals have been installed in six locations. The website continues to be used to obtain critical operational and safety information for train operators.

**Customer Service Training Program** Customer Service Training is a week-long program co-designed by Operations Training and Performance and Learning. The program was designed to provide an intensive customer service experience for prospective candidates for Station Agents. Key program objectives are to deepen knowledge of quality customer service, as well as develop and practice skills in reality-based customer interactions.

The Customer Service Training Program was offered three times in late 2005.

## Employee Development and Stewardship

### Description

### Status

**BAP Support: Microsoft Office Training** This program for clerks is co-sponsored by City College of San Francisco, SEIU Local 790, ATU 1555, and Performance and Learning. The key objective is to expand the skills and knowledge of employees potentially impacted by the Business Advancement Plan (BAP).

On-site classes began in June 2005 and on-line classes began in February 2006.

**Career Fair** Co-sponsored by Performance and Learning, SEIU Local 790, and ATU 1555. The two-part series, focused on providing clerks with information on career development, was held during the lunch block over a two-day period. Part I was devoted to information about resources available to increase skills and enhance career, including career coaching services offered by Performance and Learning. The Oakland Private Industry Council provided information on external resources. The second session included presentations by Clorox, UC Berkeley, and City College of San Francisco.

City College of San Francisco is providing on-line training.

**Sexual Harassment Prevention** This workshop is for all management levels. Some of the initial workshops were offered in collaboration with the National Training Institute (NTI). Training focuses on managers' and supervisors' responsibilities in preventing harassment.

Workshop sessions are provided on an on-going basis. Training will also be provided to other employee groups, as requested.

# EARTHQUAKE SAFETY PROGRAM

## GOALS:

- Bring the core system up to current seismic safety standards and achieve an operability goal that would enable the system to return to operations shortly after an earthquake event.

## PROGRAM ELEMENTS:

- Seismic Vulnerability Study
- Caltrans Local Seismic Safety Retrofit Program
- Transbay Tube Program Implementation
- Remaining Program Implementation
- Public Support & Funding



## HIGHLIGHTS OF ACCOMPLISHMENTS

- BART obtained \$33.1M from the Local Seismic Safety Retrofit Program (LSSRP), out of a total available contribution of \$150 million from the Caltrans Seismic Retrofit Program.
- Staff initiated an environmental clearance and preliminary design for the balance of the system.
- Preliminary design of aerial structures between the Berkeley Hills Tunnel and Montgomery Station is complete.
- Contracts for initial retrofits to the Transbay Tube have been advertised.
- In the November 2004 election, the GO Bond Measure AA successfully achieved a 67.9% combined, three-district county approval rate.



**EARTHQUAKE  
SAFETY PROGRAM**  
BUILDING A STRONGER SYSTEM

# Earthquake Safety Program

## Description

## Status

**Seismic Vulnerability Study** A comprehensive Seismic Vulnerability Study, involving more than a year's work of engineering analysis, was completed in 2002. This study evaluated the risks from a major Bay Area earthquake at a near-by fault and identified retrofit strategies to enable the original system to withstand a major earthquake. The study further defined two possible programs: 1) \$1.2B "Systemwide Safety Core-System Operability Program", and 2) \$1.5B "Systemwide Safety Systemwide Operability Program".

Staff has updated portions of the Vulnerability Study through more detailed investigation and revised the program cost estimate to \$1.307 billion for the "Systemwide Safety Core System Operability" program.

**Caltrans Local Seismic Safety Retrofit Program** Caltrans has implemented a program to fund seismic retrofit of local transportation facilities that could pose a risk to the operation of highways and streets in the event of an earthquake. BART has 227 such aerial structures that cross over local roads scattered throughout the multi-county BART district. The "Systemwide Safety Core System Operability" seismic retrofit program incorporates the aerial structures identified in the Caltrans Local Seismic Safety Retrofit Program.

Memorandum of Understanding (MOU) was executed in May 2001.

**Transbay Tube Program Implementation** BART's highest priority is the earthquake safety enhancement of the Transbay Tube. As funding becomes available, BART will expedite the site studies, design, and construction of the necessary enhancements of this crucial element of the Core System.

BART has continued preliminary engineering and study to refine proposed Transbay Tube retrofits. The first retrofit contracts have been advertised for construction, and section design contracts are being negotiated.

**Remaining Program Implementation** Second-level priority projects will include an earthquake safety enhancement from the west portal of the Berkeley Hills Tunnel to Montgomery Station. Completion of this phase will create an operable segment that can provide service quickly following a major earthquake. In addition, BART will enhance trackway structures, stations, systems, administration, operations, and maintenance facilities.

Preliminary design and environmental clearance for the balance of the system have been initiated. Preliminary design of aerial structure retrofits from the Berkeley Hills Tunnel to Montgomery Station is complete.

**Public Support & Funding** BART has secured 97% of funding for the Earthquake Safety Program from various sources, including \$143 million from Regional Measure 2 (bridge toll funding), which was passed in March 2004; \$980 million from Measure AA; a General Obligation Bond measure passed by voters in November 2004; and up to \$150 million from the Caltrans' Local Seismic Safety Retrofit Program. Taken together, these funds provide the bulk of money required to execute the "Systemwide Safety Core System Operability" retrofit program. The program-funding plan includes \$50 million in BART funding that has yet to be identified.

The GO Bond Measure successfully achieved a 67.9% (over the required two-thirds) combined approval from the three-district county election held in November 2004.

# BUSINESS ADVANCEMENT PLAN (BAP) PROGRAM

## GOALS:

- Support BART's modernization process by installing new business systems by the year 2010.
- Transform BART's business into a state of contemporary business practice.
- Implement a fully integrated business management system that satisfies the District's business needs in Finance, Human Resources, and Materials Management and Maintenance.
- Develop staff with comprehensive formal training, change management, and knowledge of transfer.

## PROGRAM ELEMENTS:

- Business Advancement Plan
- Change Management
- Testing & Training



## HIGHLIGHTS OF ACCOMPLISHMENTS

- In support of BART's Business Advancement Plan (BAP), a contract was awarded in September 2004 for System Implementation and Integration Services.
- BAP Design & Development, Phase I was completed for Human Resources, Benefits, Recruitment, Payroll, and Timekeeping.
- BART's current business practices in the areas of Human Resources, Benefits, Recruitment, Payroll, and Timekeeping have been re-engineered to a state of industry best practices.
- A modern, highly technical infrastructure was implemented to support an integrated business management system (PeopleSoft, Maximo, Optram, and other software products).
- All stakeholders (unions, subject matter experts, and end users) have been engaged in the definition, design, and development of the BAP System.
- A number of organization readiness initiatives were implemented, including:
  - Change Management,
  - Training Programs,
  - On the Job Knowledge Transfer Programs, and
  - Communication Mechanisms.

# Business Advancement Plan

## Description

**Business Advancement Plan (BAP)** BART engaged the services of a consulting firm to provide system implementation and integration services in support of Phase 1 of BAP. Phase 1 includes the design and development of Financial Management Information Systems, Human Resources Information Systems, and Timekeeping/ Payroll Systems.

## Status

All design and development of Phase 1 are complete. All business practices have been verified, reviewed, and signed off. All customizations have been defined and developed.

**Change Management** An effective transformation of BART's business processes is based on a sound Change Management Strategy. Integral to this transformation is an interactive communication program that utilizes a variety of mechanisms to keep BART staff informed and engaged on the status of the project.

Two Forums and nine Job Impact Sessions have been completed for foreworkers, supervisors and managers. Four BAP Bulletins have been developed and circulated to date. Weekly e-mails, a BAP website, and three Operations in a Flash newsletters have been designed to promote project communication.

**Testing and Training** Before Phase 1 can "Go Live", a series of testing cycles are necessary to identify data gaps. The testing strategy utilizes a variety of stakeholders to close all data gaps. A series of four interrelated Testing Cycles have been designed prior to a final Parallel Testing before project rollout. Tandem to successful testing, developing a comprehensive training program for all BART staff is necessary to ensure user acceptance of the new business practices.

Cycle 1 Testing (Human Resources/Benefits/General Ledger) and Cycle 2 Testing (Cycle 1 Modules + Payroll) are complete. Cycle 3 Testing (Cycle 2 Modules + Time & Labor Rules) is currently underway. Cycle 4 Testing (Cycle 3 Modules + Portal) will occur in April / May 2006, followed shortly thereafter by Parallel Testing (End to End Swipe Card to Paycheck). Training curriculum is nearing completion and training of all BART staff will commence in May 2006.



# SYSTEM CAPACITY PROGRAM

## GOALS:

- Create the capacity of the BART core system to carry up to 500,000 average weekday trips by 2025.

## PROGRAM ELEMENTS:

- System Capacity Expansion
  - Line-Haul Capacity Expansion
  - Station Capacity Expansion
- San Jose Extension Core Capacity Impacts
- Investment Programs Descriptions and Preliminary Cost Estimates
- Advanced Automatic Train Control (AATC)
- Vehicle Maintenance and Overhaul
- Automatic Fare Collection (AFC) Expansion
- Track Improvement Projects
- New Revenue Vehicle Design & Procurement
- Fleet Management Plan
- System Reliability Improvement
- Ventilation and Emergency Egress Improvement
- Development of Capacity Standards and Measures



## HIGHLIGHTS OF ACCOMPLISHMENTS

- The District procured 82 new fare gates and 40 ticket vending machines for the systemwide capacity expansion. All of this equipment has been deployed to stations throughout the system.
- The Silicon Valley Rapid Transit (SVRT) Final Environmental Impact Report (FEIR) was completed in Fall 2004.
- The Initial Study and Mitigated Negative Declaration for the Central Contra Costa County Crossover Project (formerly Pleasant Hill Crossover Project) were completed in February 2006 and adopted by the Board in March 2006.





# System Capacity Program

## Description

**System Capacity Expansion** The System Capacity Study (SCS) is being conducted to determine which investments will be necessary to accommodate continuing core system ridership growth, while maintaining reliable operations and improving the system's ability to quickly recover from service disruptions.

- **Line Capacity Expansion** The first phase of the SCS identified bottlenecks in line capacity and proposed a first set of mitigating investments.
- **Station Capacity Expansion** As part of the SCS, BART embarked on a systematic analysis of station capacity, beginning with the modeling of passenger flow through the Balboa Park Station. A simulation model was developed to evaluate the capacity impacts of the proposed changes to platform capacity, vertical circulation, and fare gates. A list of recommended level-of-service standards was also created as part of the study. An "after" study was completed to evaluate the accuracy and predictability of the model developed for Balboa Park.

## Status

The model was used to assess the performance of Balboa Park Station after completion of an extensive program of improvements. These improvements were found to have achieved their capacity expansion goals.

Comprehensive Station Plans, including capacity assessments, have been completed for six stations, and station capacity technical memos have been completed for inclusion in five additional station master plans.

**San Jose Extension Core Capacity Impacts** BART conducted a Core System Impact Study to analyze the impact to BART's system capacity from the Silicon Valley Rapid Transit (SVRT) Project. The study evaluated the impacts of additional ridership at existing and planned BART stations. It addressed the required projects to mitigate these impacts and estimated the project costs, which are to become part of the capital costs of the SVRT Project, as reported in the environmental impact statement/environmental impact report (EIS/EIR).

The Silicon Valley Rapid Transit (SVRT) Final Environmental Impact Report (FEIR) was completed in Fall 2004. Completion of the EIS/Supplemental EIR is anticipated for Fall 2007.

**Investment Programs Descriptions and Preliminary Cost Estimates** Investment program descriptions and preliminary cost estimates for major capacity expansion investment programs have been developed and are being refined.

Project descriptions and cost estimates are being presented to the Board as they are developed.

**Advanced Automatic Train Control (AATC)** An advanced train control technology is being implemented between the Bay Fair and Daly City stations. This project will allow BART to increase the number of trains traveling through this section of the system from 23 trains per hour to 30 trains per hour. The system will be installed as an overlay to the existing train control equipment, thereby avoiding service disruptions during installation. AATC will permit more accurate monitoring of train location, result in reduced run times, and increase the energy efficiency of the system. AATC also includes components that support renovation.

Phase II Safety Certification was completed in Summer 2002. Further progress is on hold due to a commercial dispute.

**Vehicle Maintenance and Overhaul** An aggressive program of regularly repairing and replacing vehicle components and sub-systems is being developed to address vehicle reliability issues that limit system capacity.

A Strategic Maintenance Program is under development.

# System Capacity Program

## Description

**Automatic Fare Collection (AFC) Expansion** In addition to replacing existing automatic fare collection (AFC) equipment, BART has procured and installed additional fare gates, ticket vending machines, and add-fares to expand core system passenger handling capacity.

## Status

Installations of 82 capacity expansion fare gates and 40 capacity expansion ticket vending machines/addfares are complete.

**Track Improvement Projects** Three projects for expanding system capacity by constructing track improvements have been identified and have completed engineering evaluation. These projects, cross-overs at Richmond and Pleasant Hill stations and creation of terminal zones at Pittsburg/Bay Point Station, have the potential for reducing the number of trains necessary to implement scheduled rail service, thereby, freeing those cars to provide some additional service in the form of more and/or longer trains.

The Pleasant Hill crossover project was renamed the Central Contra Costa County Crossover Project. The Initial Study and Mitigated Negative Declaration were completed in February 2006 and were adopted by the BART Board in March 2006. Final Design will be completed in December 2006. Staff anticipates granting the contractor a Notice to Proceed with construction to begin in May 2007 and end by November 2008. The project is funded entirely by Regional Measure 2 funds and is administrated by MTC.

Cost estimates for the Richmond crossover were completed in October 2002, and the Pittsburg/Bay Point pre-evaluation was completed in June 2002. However, no further work has progressed on either of these projects, due to no identified funding.

## New Revenue Vehicle Design & Procurement

A "New Revenue Vehicle Vision" team explored design concepts for the next generation of BART vehicles to be purchased either for extensions or to handle ridership increases. The Team researched vehicle alternatives designed to increase system capacity through new seating arrangements and interior configuration, by increasing the number of doors, or by eliminating some door obstructions to reduce station dwell times. The need for a new fleet of vehicles or another renovation of the existing fleet is expected within the next 10-15 years.

Staff researched design alternatives in 2003. Work was discontinued after VTA South Bay activities were placed on hold. Further activities on new vehicle design have been postponed, pending funding resolution.

**Fleet Management Plan** A Fleet Management Plan (FMP) will be developed to address future fleet needs as they relate to core system growth, future extension vehicle procurement, fleet rehabilitation, maintenance, and replacement needs.

The first internal draft update was completed in January 2004, and a second draft was under development to accompany SVRT filings. However, work was discontinued after VTA South Bay activities were placed on hold. Further activities on new vehicle design have been postponed, pending funding resolution.

## System Capacity Program

### Description

**System Reliability Improvement** A systemwide train operations simulation tool to assess and analyze the impacts of increased ridership, train service levels, mainline delays, and equipment malfunctions on system reliability has been acquired. The simulator will support selection among alternative means of improving system reliability, and thus, capacity.

### Status

Data describing the BART system is being loaded into the simulator, which will soon be operational.

**Ventilation and Emergency Egress Improvement** Staff will assess the ventilation needs and requirements to meet increasing ridership and future train density. A study will also include an assessment of the application of a performance-based approach to meeting emergency egress requirements. The first step in this process is to conduct detailed engineering analyses of the characteristics of possible fires in the BART system.

Actual burn tests of vehicle components and full-scale mock-ups have been completed. Extensive computer analyses of test data are being conducted to assess probable fire growth rates and other behavior of possible revenue vehicle fires.

### Development of Capacity Standards and Measures

Level-of-service standards and methods to assess and measure capacity on trains and at stations have been developed and revised. The focus was on incorporating actual passenger experiences. Standards and measures developed to date, include train-loading standards based on passenger standing density and standing time, platform width standards based on variable platform density, as well as level-of-service standards for vertical circulation and fare gates.

Standards have been published in BART Facilities Standards, an internet document, for use by the District and external stakeholders in guiding BART capital project design and development, including projects such as SVRT.

# Key Indicators

Fiscal Year	Actual			Projections / Benchmarks in <i>italic</i>								
	1994	1996	1998	2000	2002	2004	2005	2006	2008	2010	2012	
<b>BART System Characteristics</b>												
<b>District Population</b> (Millions)	3.03	3.06	3.16	3.17	3.23	4.02 *	4.05 *	4.08 *	4.14 *	4.19 *	4.26 *	
<b>District Employment</b> (Millions)	1.48	1.56	1.64	1.76	1.74	2.06 *	2.03 *	2.07 *	2.14 *	2.22 *	2.29 *	
<b>Annual Ridership</b> (Thousands) **	73,175	72,447	75,668	91,092	90,797	91,042	92,756	96,400	101,200	104,900	108,600	
<b>Core - Colma/SFO -</b>	73,175	69,540	72,262	87,074	86,829	83,268	84,277	87,400	90,900	93,800	96,900	
	-	2,907	3,406	4,018	3,968	7,774	8,478	9,000	10,300	11,100	11,700	
<b>Avg. Weekday Ridership</b>	252	249	265	310	311	307	311	323	337	350	362	
<b>Core - Colma/SFO -</b>	252	239	253	296	297	281	283	293	304	314	324	
	-	10	12	14	14	26	28	30	33	36	38	
<b>Route Miles</b>	72	75	95	95	95	104	104	104	104	127	127	
<b>Number of Stations***</b>	34	36	39	39	39	43	43	43	44	50	51	
<b>Access/Mode Shares</b>												
Drive Alone	NA	33%	31%	35%	33%	36%***	36%****	36%	35%	34%	33%	
Dropoff, Carpool	NA	9%	18%	16%	17%	17%***	19%****	20%	20%	20%	20%	
Transit	NA	22%	19%	19%	18%	17%***	17%****	17%	17%	18%	18%	
Bike	NA	3%	3%	3%	3%	2%****	2%****	2%	2%	2%	3%	
Walk	NA	27%	26%	26%	27%	26%***	26%****	25%	26%	26%	26%	

\* Source: ABAG Projections 2005. Starting in 2004, added San Mateo County to the SF, Alameda, Contra Costa base.

\*\* Does not include ridership from proposed new stations in West Dublin/Pleasanton, East Contra Costa County (eBART), OAC, or the South Bay (SVRT).

\*\*\* New stations include West Dublin, six eBART stations, and Oakland Airport Connector.

\*\*\*\* The Customer Satisfaction Study has been conducted every two years, since 1996. These are results from the latest FY04 Customer Satisfaction Study. Next study will be conducted in October 2006, with results expected by January 2007.

# Key Indicators

Fiscal Year	Actual			Projections / Benchmarks in italics							
	1994	1996	1998	2000	2002	2004	2005	2006	2008	2010	2012
Fleet Size	612	669	669	669	669	669	669	669	669	669	669
Line Haul Capacity (Thousands)	360.0	360.0	360.0	360.0	360.0	360.0	363.3	366.6	370.0	390.0	410.0
Financial Information											
Operating Ratio Benchmark	52%	56%	60%	68%	63%	62%	60%	64% 60%+	65% 60%+	66% 60%+	66% 60%+
Cost/Passenger Mile Benchmark	\$0.228	\$0.255	\$0.289	\$0.257	\$0.277	\$0.299	\$0.323	\$0.316 < \$0.33	\$0.333 < \$0.33	\$0.343 < \$0.33	\$0.354 < \$0.33
Service Measures											
Customer Satisfaction (% satisfied)	NA	80%	74%	78%	80%	86%	86% ***	80%+	80%+	80%+	80%+
On-Time Performance (Customers)	93.5%	93.3%	95.7%	95.4%	96.1%	95.0%	94.9%	94%+	94%+	96%+	96%+
Vehicle Reliability (mean hours between service delays)	1268	913	1289	1235	1597	1901	2016	1900	2200	2400	2400

